



# **Health and Productivity Management Recommendations for the U.S. Dept. of Energy**

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# What Are DOE Employees Saying?

- Stress – major problem & concern
- Untreated (and un-diagnosed) physical & mental health problems, especially – depression and anxiety
- Morale at an all-time low
- Prevalence of chronic health conditions
- Inability to accurately measure lost work-time and productivity
- Concern about aging workforce and future human capital
- Inability to compare data between DOE sites
- Lack of open communication and data sharing between companies and organizations within DOE



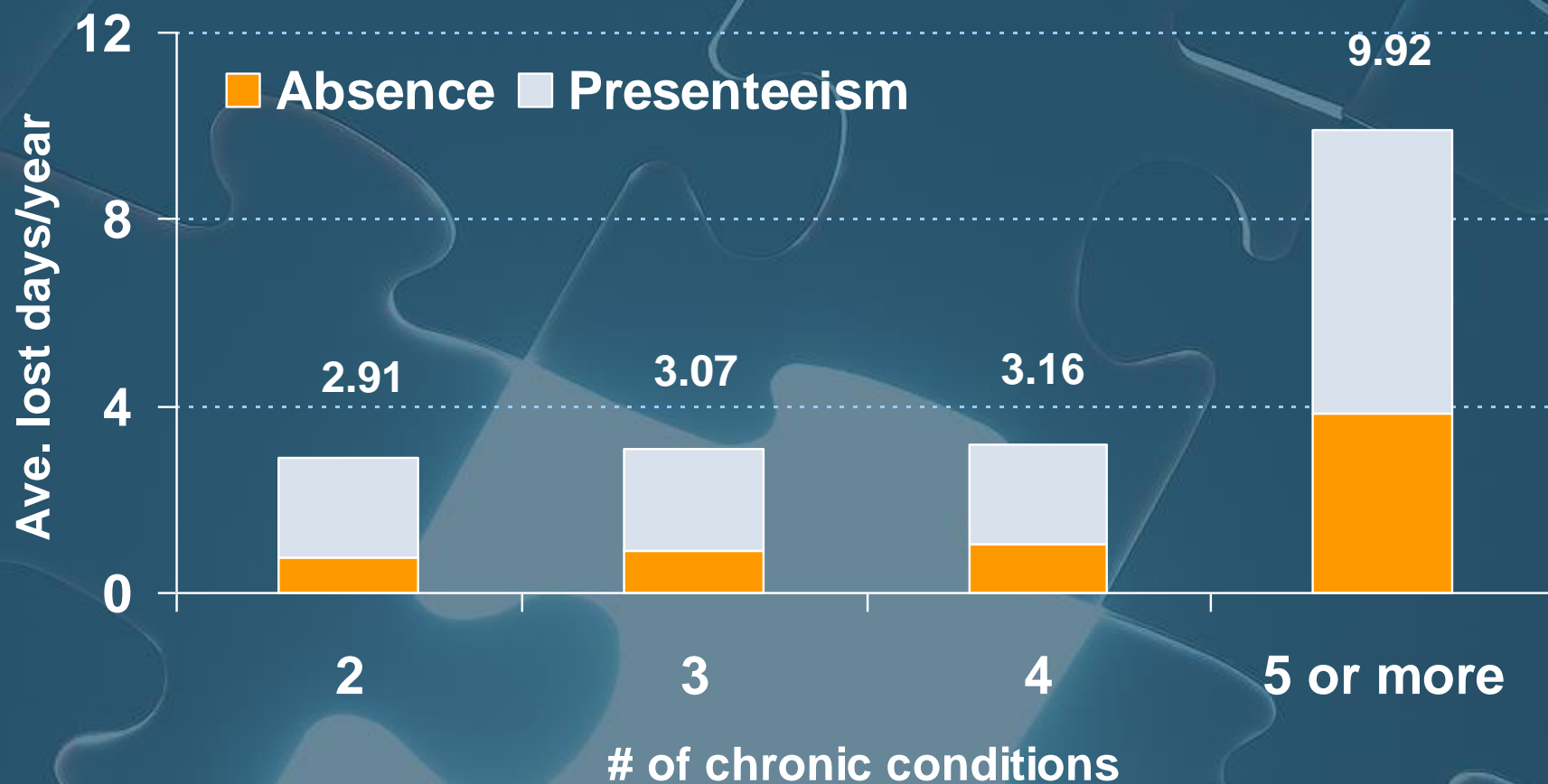
# Relevance for DOE

- Critical skills analysis
- Mission readiness
- Focus on safety and security
- Links human capital and workforce readiness and sustainability initiatives with health and productivity
- Provided data and responses to questions included in policies and guides (i.e. 851, 350.1)

**What are we waiting for?**



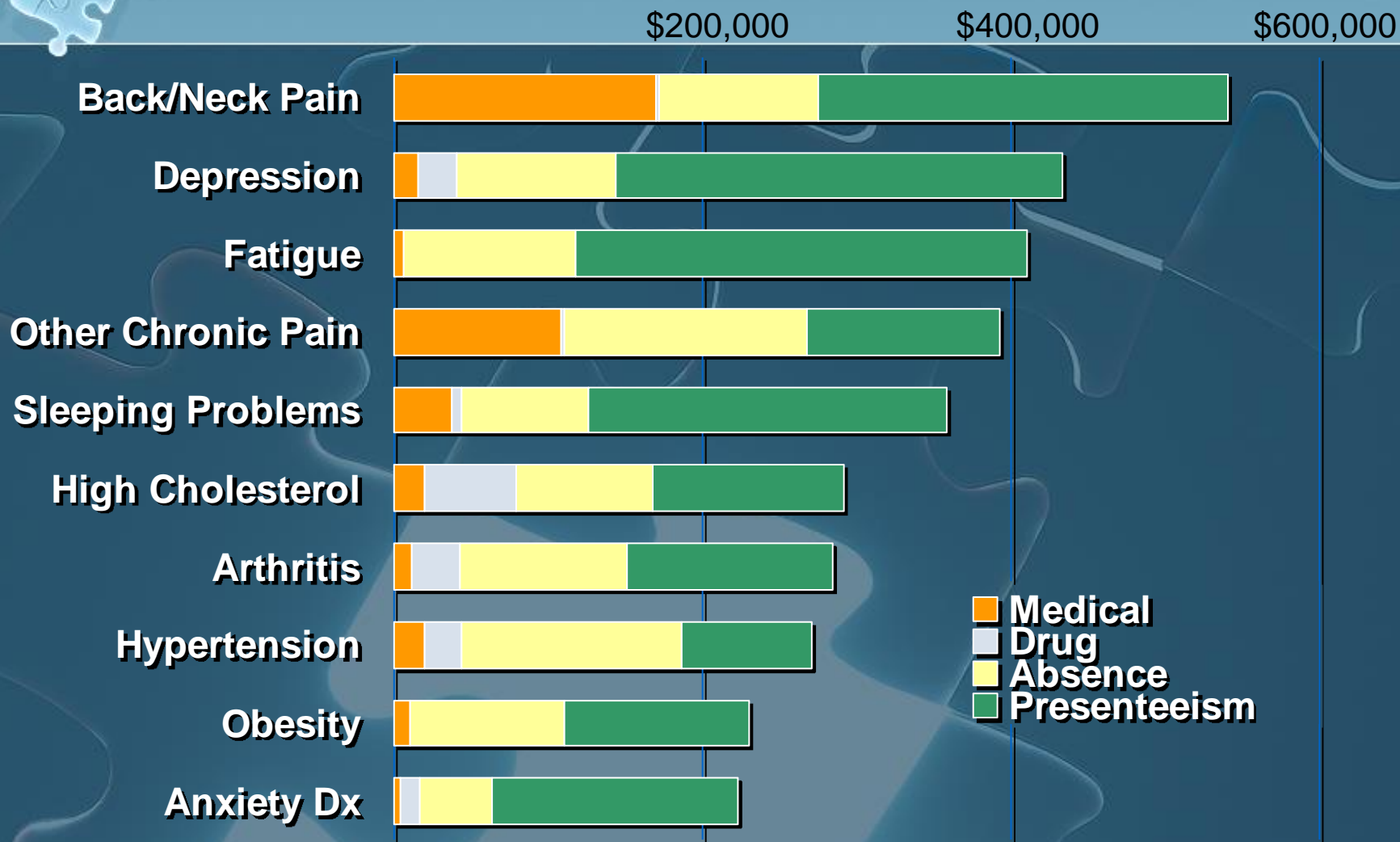
# Co-Morbid Chronic Health Conditions and Lost Time





# Top 10: Total Medical, Pharma & Lost Productivity

– per 1000/FTEs –



Source: Loeppke, et al.; JOEM. July 2007





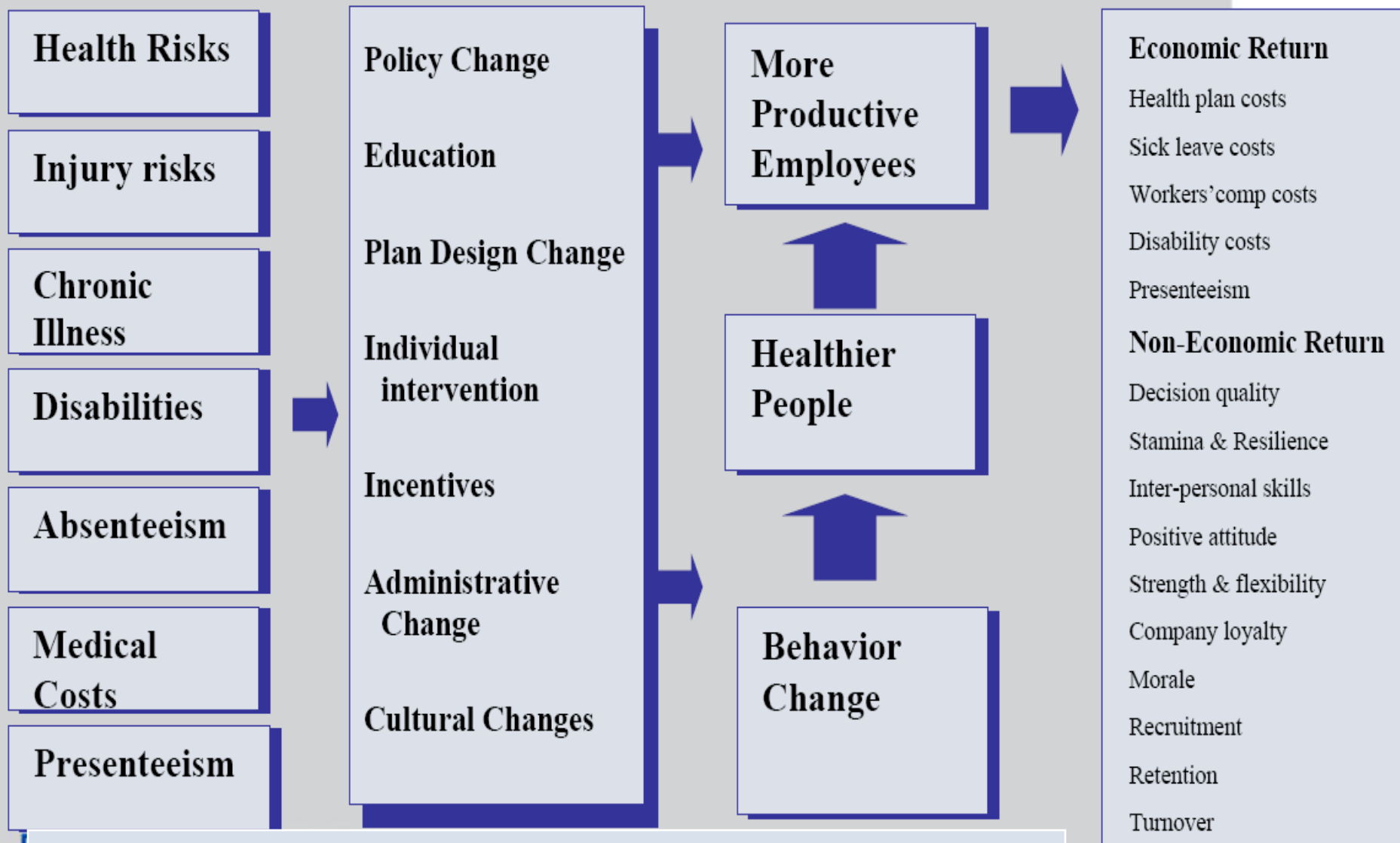
# Link to Safety: An Example

## ALCOA

- Dow Jones Sustainability Index (7 years)
- Balanced scorecard approach
- 2020 Framework Health Goals
  - Focus on reducing occupational illnesses & injuries
  - Focus on a 'Culture of Health'
- In the 12-month period ending June 30, 2009:
  - **38.0%** of Alcoa's 208 locations worldwide had zero recordable injuries compared to 45.2% one year prior.
  - **74.0%** of Alcoa's 208 locations worldwide had zero lost workdays compared to 73.9% one year prior.
  - **99.9%** of our employees had zero lost workdays compared to 99.9% one year prior.

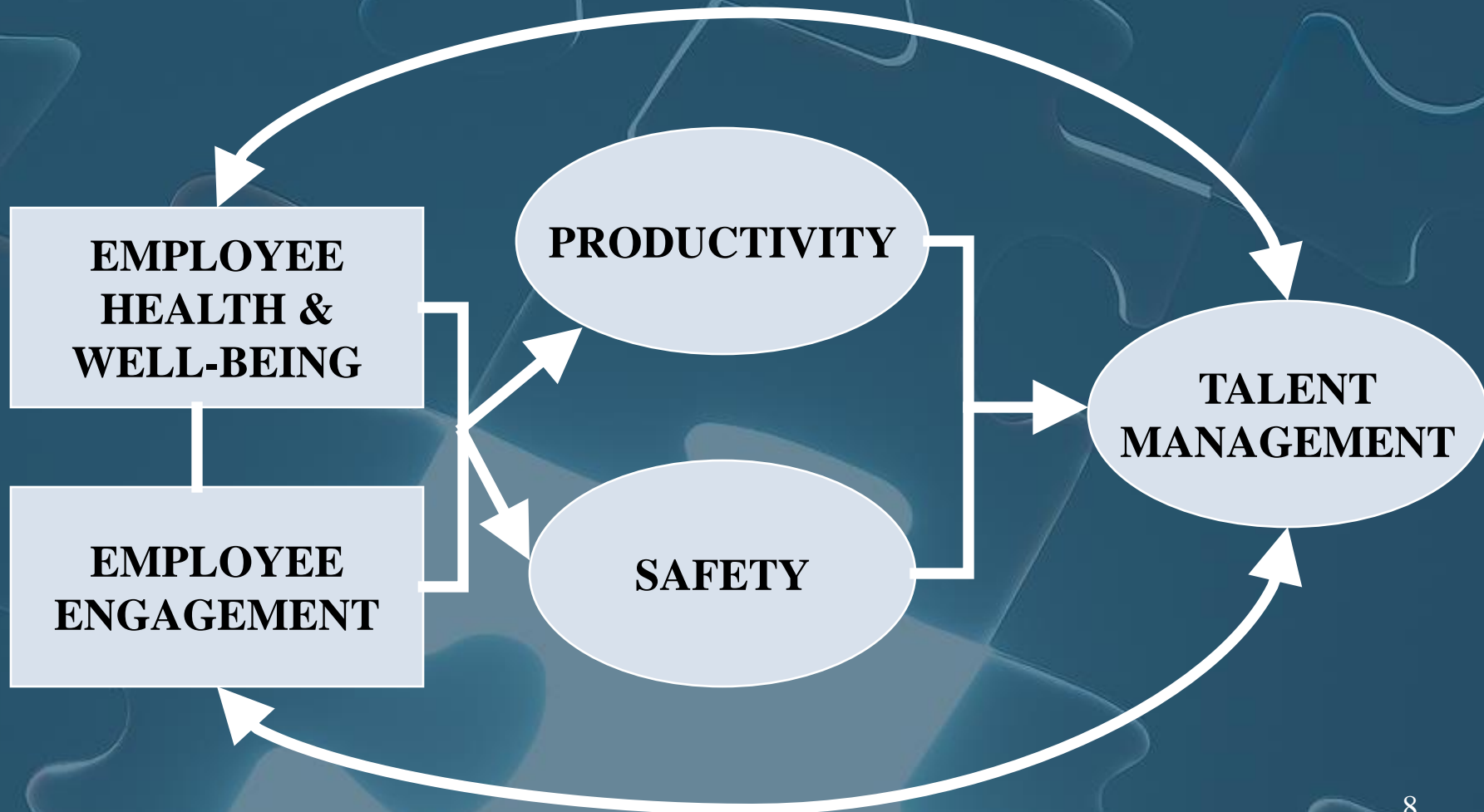


# Conceptual Model of H&P Management





# Basic Logic Model







# Health & Work Performance Questionnaire (HPQ)

- Harvard Medical School and WHO
- Validation studies undertaken in 1997-98
- Implemented in 23 countries
- Over 500,000 completed HPQ worldwide
- HPQ-Select
  - Next generation of HPQ
  - Implemented by Integrated Benefits Institute
  - Shorter, online, improved analysis and business-friendly



# Data Collection and Confidentiality

- Workplace Investment
- Work-Site Sampling and Promotion
- Confidentiality
- Data Analysis and Validity
- Timely Access to Results



# Direct Benefits to Companies and DOE National Laboratories

- Collect data quickly & confidentially
- Build database warehouse & benchmark without competition using aggregate data with potential to link to additional databases
- Develop strategically-focused programs that also satisfy 10 CFR 851, 350.1
- Aggregate data comparisons provided to DOE-HSS for support to improve policies

Provides a data-driven mechanism to fully understand critical skills – this is separate from productivity.



# Predicted Outcomes

- Short-Term
  - Identify critical needs & compare within industry sector
  - Integrate health, safety & productivity data
  - Develop strategic programs to reduce risks
  - Demonstrate commitment to employees
- Long-Term
  - Sustainability
  - Development & evaluation of innovative programs
  - Expansion of benchmarking program & research



# Recommended Next Steps

- Survey
  - HPQ-Select baseline survey – FY 2010
  - 3-4 DOE sites (1 is already confirmed)
- Research
  - UMB to work with DOE sites and IBI to compare data in aggregate and integrate with safety data (2010-2011)





# Points to Remember

- As you plan for the workforce of tomorrow, you cannot neglect the workforce you have today.
- Health and well-being can be modified
  - improving employee health will contribute to improved performance and productivity.
- The time to take action is now!



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